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## Washington State Court Improvement Program Strategic Plan 2014-2015



*Overall Goal/Mission of CIP:*

*Improve outcomes for children and families in the child welfare system by increasing collaborative efforts of courts and child welfare partners.*

## **Washington State Court Improvement Program Steering Committee Members**

### Co-Chairs:

Judge Anne Hirsch, Thurston County Superior Court

Commissioner Steve Grovdahl, Spokane County Superior Court

### Members:

Ken Emmil, Special Assistant, Foster Care Education Student Support, OSPI

Edith Hitchings, Director of Program and Policy, Children's Administration

Carrie Hoon Wayno, Assistant Attorney General

Phil Jans, Washington Association of Juvenile Court Administrators

Kathy Jensen, Attorney, Northwest Justice Project

Joanne Moore, Director, Office of Public Defense

Ron Murphy, Senior Director of Strategic Consulting, Casey Family Programs

Ryan Murrey, Acting Director, Washington State Court Appointed Special Advocates

Judge Kathryn Nelson, Pierce County Superior Court

Shannon Thomas, Staff Attorney, Kalispel Tribe of Indians

### **CIP Team:**

Cindy Bricker, CIP Director

Dr. Carl McCurley, Manager, Washington Center for Court Research

Matt Orme, Senior Research Associate, Washington Center for Court Research

Tim Jaasko-Fisher, Co-Director, Court Improvement Training Academy

Rob Wyman, Co-Director, Court Improvement Training Academy

## Introduction

The Court Improvement Program (CIP) Steering Committee met on March 3, 2014 and reviewed the history of CIP in Washington, the status of recent CIP projects, statewide dependency performance data, and the CIP budget outlook. The committee developed a mission statement and principles for making decisions. Using information gathered from these activities, the committee identified and prioritized target areas for change.

The CIP Director met with the committee Co-chairs and the CIP data and training team to further develop the plan of action and budget based on input from the steering committee. This strategic plan reflects how the Court Improvement Program plans to move forward to improve the dependency process in Washington State.

Two new areas of focus are:

- Achieve permanency before a child has spent 15 months in out-of-home care.
- Complete adoptions within six months following entry of termination of parental rights.

The Washington State Court Improvement Program staff will continue to develop working relationships with the Children's Administration and the Office of Superintendent of Public Instruction to improve policies and processes around child welfare, including a focus on the Child and Family Service Review Program Improvement Plan. Efforts will also continue in training judicial officers and court staff, supporting the foster youth and alumni summit to give youth a meaningful voice, and expanding the Parent for Parent program to increase reunification. An increased effort will be made to improve relationships between state and tribal courts as we work together on Indian child welfare.

New efforts have begun to identify barriers to permanency in dependency courts and the child welfare system by researching processes and outcomes. Work has also been started on determining the risks and needs of multi-system youth, who have been involved in both the child welfare and juvenile justice systems.

This strategic plan will be the guide by which the Washington State CIP will allocate grant funding and other resources towards improving outcomes for children and families in the child welfare system.

## Outcome #1: Timely, thorough and complete court hearings

### Need Driving Activities:

- In response to the 2010 federal Child and Family Service Review (CFSR), the Washington Program Improvement Plan (PIP) included a provision to increase compliance with requirements under both state and federal law to either file a petition for termination of parental rights (TPR) or enter a finding of exceptional cause when a child has been placed in out-of-home care for 15 of the previous 22 months. The Interactive Dependency Timeliness Report (IDTR) was used by the Court Improvement Training Academy (CITA), Administrative Office of the Courts (AOC), Children's Administration and local court systems and determined that compliance with this measure varied considerably from county to county. Some counties performed well and others needed improvement. For those counties needing improvement, CITA partnered directly with people working in each county to determine the reason for non-compliance and to fashion a local solution to the issue. Work on this collaboration began in April 2013 and has continued to date. The overall TPR non-compliance rate for the state in 2013 improved from 21% to 18%. More work needs to be done with counties that need improvement and have not gone through this process with CITA, as well as monitoring of those counties that have made improvements.
- The Washington State Legislature has set a goal of achieving permanency before a child has spent 15 months in out-of-home care. The 2013 data shows that only 30% of dependency cases achieved permanency within 15 months, which is a 3% decrease from 2012. After reviewing the data, the CIP Steering Committee decided to focus on this measure. CITA immediately included this topic in their dependency training for judicial officers in June 2014, promoting the idea that permanency planning needs to start at the beginning of the case, not waiting until the 12-month review. Using data from the IDTR, CITA will determine which counties need to focus on this issue and will work with them on finding and creating solutions.
- The Washington State Legislature also set a goal to complete adoptions within six months following entry of termination of parental rights. The 2013 data shows 38% of adoptions completed within six months of the termination order, a decrease of 5% from the previous year. This is another area the CIP Steering Committee decided to focus on after reviewing the data.
- Permanency outcomes for children in out-of-home care in Washington State are strongly affected by the actions of the dependency courts and the child welfare system. AOC and Children's Administration have jointly established a program to investigate barriers to permanency in both systems, sharing administrative data to review performance and discuss practice improvements. A technical report was recently presented that included key findings. Further work is needed to improve data linking between Famlink and SCOMIS systems which will

improve the precision of estimates and potentially include the ability to analyze data regarding Evidence Based Practices (EBP).

**Data Source:**

*Washington State Program Improvement Plan 2011:* <http://www1.dshs.wa.gov/pdf/ca/cfsr2011PIP.pdf>

*Dependent Children in Washington: Case Timeliness and Outcomes 2013 Annual Report:*  
<http://www.courts.wa.gov/wsccl/docs/DTR2013.pdf>

RCW 13.24.145 – Permanency Planning Hearing

**Strategic Category:**  Capacity Building  Court Function Improvement  Systemic Reform

<p><b>Measurable Objective #1</b></p>	<p><b>Improve timeliness of filing for termination of parental rights (TPR) petitions to comply with Program Improvement Plan (PIP).</b></p>
<p><b>Activity or Project Description</b>  <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> <li>• Identify data components at issue and work with local partners on solutions.</li> <li>• Engage in file review of cases where no code was documented in Benton and Grant Counties.</li> <li>• Continue to monitor the following counties where previous timeliness issues were addressed: Clark, Cowlitz, Grays Harbor, King, Kitsap, Pierce, Skagit, Snohomish, Spokane, Thurston, Walla Walla, Whatcom, and Yakima Counties.</li> <li>• CITA will specifically include this topic in trainings and discussions with child welfare partners throughout the state.</li> </ul>
<p><b>CIP Funding Stream</b>  <i>Grant(s) used to fund activity.</i></p>	<p>Training, Data, and Basic</p>
<p><b>Collaborative Partners</b>  <i>Responsible parties and partners involved</i></p>	<p>CIP Director, CITA, Washington State Center for Court Research (WSCCR), Family and Juvenile Court Improvement Program (FJCIP) coordinators, local dependency case partners in Benton, Clark, Cowlitz, Grant, Grays Harbor, King, Kitsap, Pierce, Skagit, Snohomish, Spokane, Thurston, Walla Walla Whatcom and Yakima Counties.</p>
<p><b>Timeframe</b>  <i>Proposed completion date or “ongoing”</i></p>	<p>Ongoing</p>
<p><b>Anticipated Outputs and Results of Activity</b>  <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>Decrease the statewide percentage of TPR petitions filed untimely.</p>
<p><b>Target Improvement</b>  <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>Each of the counties listed above will show a decrease in the percentage of TPR petitions filed untimely (under 21% State median) and an improvement in documenting when finding good cause not to file the petition.</p>
<p><b>Data Source</b>  <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>FamLink, SCOMIS, and IDTR.</p>
<p><b>Feedback Vehicle</b>  <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	<p>All of the collaborative partners listed above, as well as Children’s Administration (regarding PIP compliance) will be informed throughout the process, and monthly data updates will be provided through the IDTR to show progress.</p>

<b>Measurable Objective #2</b>	<b>Increase the percentage of children who achieve permanency within 15 months</b>
<p><b>Activity or Project Description</b>  <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> <li>• CITA and AOC will work to identify data components at issue and engage counties with low percentage of children achieving permanency to work with local partners on solutions using the collaborating purpose-to-practice process.</li> <li>• CITA will specifically include this topic in trainings and discussions with child welfare partners throughout the state.</li> </ul>
<p><b>CIP Funding Stream</b>  <i>Grant(s) used to fund activity.</i></p>	Training, Data, and Basic
<p><b>Collaborative Partners</b>  <i>Responsible parties and partners involved</i></p>	CITA, CIP Director, WSCCR data analyst, dependency court partners of focus counties.
<p><b>Timeframe</b>  <i>Proposed completion date or “ongoing”</i></p>	Ongoing.
<p><b>Anticipated Outputs and Results of Activity</b>  <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	Increase the percentage of children who achieve permanency within 15 months in focus counties, which should in turn improve statewide numbers.
<p><b>Target Improvement</b>  <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	Increase permanency within 15 months of out-of-home care to over 30% of cases statewide.
<p><b>Data Source</b>  <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	FamLink, SCOMIS, and IDTR.
<p><b>Feedback Vehicle</b>  <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	All of the collaborative partners listed above will be informed throughout the process and monthly data updates will be provided through the IDTR to show progress. The CIP Steering Committee will review data annually to evaluate and consider further activities to address improvements based on need.

<b>Measurable Objective #3</b>	<b>Increase percentage of cases with adoption completed within 6 months of termination order.</b>
<p><b>Activity or Project Description</b>  <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> <li>• CITA and AOC will work to identify data components at issue and engage counties with low percentage of children adopted within 6 months of termination order to work with local partners on solutions using the purpose to practice process.</li> <li>• CITA will specifically include this topic in trainings and discussions with child welfare partners throughout the state.</li> </ul>
<p><b>CIP Funding Stream</b>  <i>Grant(s) used to fund activity.</i></p>	Training, Data, and Basic
<p><b>Collaborative Partners</b>  <i>Responsible parties and partners involved</i></p>	CITA, CIP Director, WSCCR data analyst, dependency court partners of the focus counties.
<p><b>Timeframe</b>  <i>Proposed completion date or "ongoing"</i></p>	Ongoing.
<p><b>Anticipated Outputs and Results of Activity</b>  <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	Increase the percentage of cases with adoption completed within 6 months of termination order in the focus counties, which should in turn improve statewide numbers.
<p><b>Target Improvement</b>  <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	Increase percentage of completed adoptions within 6 months of termination to over 38% statewide.
<p><b>Data Source</b>  <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	FamLink, SCOMIS and IDTR.
<p><b>Feedback Vehicle</b>  <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	All of the collaborative partners listed above will be informed throughout the process and monthly data updates will be provided through the IDTR to show progress. The CIP Steering Committee will review data annually to evaluate and consider further activities to address improvements based on need.

<b>Measurable Objective #4</b>	<b>Improve permanency outcomes for children in out-of-home care</b>
<p><b>Activity or Project Description</b>  <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<p>WSCCR and the Department of Social and Health Services Research and Data Analysis Division (DSHS-RDA) will continue to investigate barriers to permanency in dependency courts and the child welfare system by sharing administrative data, researching processes and outcomes, and providing technical reports.</p>
<p><b>CIP Funding Stream</b>  <i>Grant(s) used to fund activity.</i></p>	<p>Data</p>
<p><b>Collaborative Partners</b>  <i>Responsible parties and partners involved</i></p>	<p>WSCCR, DSHS-RDA, Casey Family Programs, Children’s Administration, Superior Court Judges Association (SCJA)-Family and Juvenile Law Committee (FJLC), CIP Steering Committee, Commission on Children in Foster Care (CCFC)</p>
<p><b>Timeframe</b>  <i>Proposed completion date or “ongoing”</i></p>	<p>Ongoing.</p>
<p><b>Anticipated Outputs and Results of Activity</b>  <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<ul style="list-style-type: none"> <li>• Technical reports that will assist the courts and Children’s Administration in reviewing performance and discussing practice improvements.</li> <li>• Improved data linking between FamLink and SCOMIS.</li> </ul>
<p><b>Target Improvement</b>  <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>Once permanency barriers have been identified and addressed, there will be an expectation of increased rates of compliance with timeliness measures and decreased rates of re-entry to the foster care system.</p>
<p><b>Data Source</b>  <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>FamLink, SCOMIS</p>
<p><b>Feedback Vehicle</b>  <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	<p>Technical reports will be shared with Children’s Administration, SCJA-FJLC, CIP Steering Committee and the CCFC. Presentations will occur at meetings of those organizations to prompt discussion of next steps for making system improvements based upon findings. Findings will also be included in the <i>Dependent Children in Washington: Case Timeliness and Outcomes</i> report which is provided to the Washington State legislature.</p>

## Outcome #2: High quality legal representation for parents, children and Children's Administration.

### Need Driving Activities:

- Parents Representation: The Washington State Office of Public Defense (OPD) Parents Representation Program (PRP) provides state-funded attorney representation and case support services to indigent parents, custodians, and legal guardians involved in child dependency and termination of parental rights proceedings. Key elements of the PRP include; the implementation of case load limits and professional attorney standards; access to expert services and independent social workers; OPD oversight; and ongoing training and support. In 2013, the legislature appropriated an additional \$3.4 million to implement the program in more counties, and also provided funding to assist with Children's Administration's permanency initiative. The program operates in 31 of Washington's 39 counties. Since its inception, the PRP has been evaluated numerous times showing positive results. In a recent evaluation of the program, the PRP's enhanced legal representation was shown to reduce the days to establishing permanency for children in foster care by speeding up reunification with parents, or where reunification was not possible by speeding up permanency through guardianship or adoption. This program is operating well with continued funding from the Washington State legislature and will not be an area of focus for the CIP.
- Children's Representation: Under current Washington State law, the court must appoint a guardian ad litem (GAL) for a child in a dependency unless the court finds the appointment unnecessary. In many counties, court appointed special advocates (CASAs) are assigned to recommend what is in the best interest of the child. It is discretionary for the court to appoint an attorney to represent a child in a dependency in most cases. If an attorney is appointed by the court, the county must pay the cost. The social worker and the child's GAL must notify a child who is age 12 years or older of the child's right to request an attorney and must ask the child whether he or she wants an attorney. If the child requests an attorney or the court determines that the child needs to be represented, the court may appoint an attorney.

Legislation passed in the 2014 session requires the appointment of an attorney to represent a child in a dependency proceeding six months after granting a petition to terminate the parent and child relationship when there is no remaining parent with parental rights. E2SSB 6126 (Chapter 108, Laws of 2014), was signed into law March 28, 2014, and requires the state to pay the costs of legal services as long as counsel meet certain standards. Courts may appoint attorneys for children at any time in a dependency action on its own initiative or upon the request of a parent, child, GAL, caregiver, or the DSHS. The Office of Civil Legal Aid will be responsible for implementation and administration,

including verifying attorneys are providing representation in accordance with the standards of practice and training recommended by the Statewide Children's Representation Workgroup. While the state legislature appropriated some funding to cover the costs of representation, there is concern it is not enough to cover all costs, which could become a burden to the counties. The CIP Steering Committee will monitor the progress of this new initiative.

- Children's Administration Representation: Children's Administration (CA) is represented by the Attorney General's Office (AGO), a statewide office, in 33 of the 39 counties in Washington. In the remaining six counties the AGO contracts with local prosecutor's offices or private attorneys to represent the local CA office. The AGO represents CA case workers in dependency, termination, and guardianship cases, as well as contested adoptions, records challenges, and administrative appeals in foster care, childcare licensing cases and child abuse and neglect appeals. The AGO also represents CA in appeals of these cases in both the court of appeals, and the state Supreme Court. Statewide there are about 90 attorney FTEs devoted to this work within the AGO. Assistant Attorneys General, deputy prosecutors and private attorneys who represent CA participate in quarterly training regarding juvenile litigation matters, and other trainings as available. These attorneys also provide legal training to CA social workers both locally, and at the statewide level. In 2013 the legislature appropriated \$2.5 million during the 13-15 biennium for anticipated AGO legal services related to the permanency initiative. This supplementary allocation of resources resulted in the addition of temporary attorneys and support staff who are working to litigate termination cases across the state. This, in turn, will have an impact on the courts, i.e., increasing the number of hearings on already crowded dockets.
- To gain competence and requisite knowledge to effectively handle dependency and termination cases, judges and attorneys must be educated in a variety of specialized topics. Local, expansive and inexpensive training opportunities are relatively rare for many jurisdictions. The Children's Justice Conference affords judicial officers and attorneys an opportunity to receive education on topics as diverse as childhood development, effects of trauma, substance abuse treatment, judicial leadership, ICWA issues, increasing father's involvement and racial disparity and disproportionality.

### **Data Sources:**

*Dependent Children in Washington: Case Timeliness and Outcomes 2013 Annual Report:*

<http://www.courts.wa.gov/wsccl/docs/DTR2013.pdf>

Office of Public Defense website: [www.opd.wa.gov](http://www.opd.wa.gov)

Mark E. Courtney & Jennifer L. Hook, Evaluation of the impact of enhanced parental legal representation on the timing of permanency outcomes for children in foster care, Children and Youth Services Review 34, 1337-1343 (2012)

[RCW.13.34.100](#) – Appointment of guardian ad litem

[ESSB 6126](#) – Dependency Proceedings—Representation of Children

[Children's Justice Conference](#)

**Strategic Category:** X Capacity Building X Court Function Improvement X Systemic Reform

<b>Measurable Objective #1</b>	<b>Improve understanding of local dependency court system.</b>
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	CITA will work with Children’s Justice Conference organizers to develop a legal track for the conference focusing on issues of interest to judicial officers, attorneys, CASAs, and GALs and providing legal training for non-attorneys on child welfare legal issues. CIP funds will pay for registration and travel expenses for judicial officers to attend the CJC.
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Training and Basic
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	Judicial officers, Office of Public Defense, Attorney General’s Office, Children’s Administration, Office of Civil Legal Aid, Guardians ad Litem, CASAs, and CITA.
<b>Timeframe</b> <i>Proposed completion date or “ongoing”</i>	Ongoing
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Provide judicial officers and attorneys with high quality education about dependency and termination legal issues, child development, substance abuse, trauma, domestic violence, parental engagement and involvement, etc.
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Maintain current level of attendance of judicial officers each year as determined by registration list and conference invoicing.
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	Timeliness measures, captured in FamLink and SCOMIS will continue to improve with appropriate and consistent judicial education.
<b>Feedback Vehicle</b> Stakeholders the data will be shared with and methodology/products for dissemination.	CJC evaluations are completed by attendees, including requests for future session topics and shared with the Children’s Justice Task Force (CJTF), for which CIP Director serves as consultant. CJTF analyzes evaluations for future session topics and consultants with constituent stakeholders, including social workers, CASA, defense counsel, assistant attorneys general, judicial officers, and CIP staff, to verify and plan for identified needed training. Feedback will be shared with the Superior Court Judges Association Family and Juvenile Law Committee (FJLC), and CIP Steering Committee to receive comments and suggestions for future CJCs.

## Outcome #3: Engagement of the entire family in child welfare proceedings

### Need Driving Activities:

- Parents for Parents is a peer outreach and education program provided by parents who are veterans of the child welfare system to parents who have recently become engaged with the dependency system. The program provides early outreach and education about the dependency program through a parent-led Dependency 101 class. The program increases parental court participation and compliance with court orders. P4P programs have used CIP funds for program start-up, with continued funding coming from various sources. In some counties the program is administered by the Superior Court; however in other counties the program is administered by other agencies. In both instances there is strong collaboration with the court system. P4P programs are currently active in the following counties: Grays Harbor, King, Kitsap, Pierce, Snohomish, Spokane, and Thurston. Process and outcome evaluations performed by the National Council of Juvenile and Family Court Judges (NCJFCJ) of the King County P4P Program, found that participating in the P4P program and attending Dependency 101 training resulted in increased compliance with case plans and visitation, and participants had a greater rate of reunification and lower rate of termination of parental rights compared to non-participants. Due to the success of the P4P program in King County, the model was used to develop P4P programs in three other counties, using CIP funds. Other counties in Washington State could benefit from this successful intervention. The goal is to implement this program statewide as funding becomes available. The Children's Administration has recently proposed eliminating P4P program funding from counties operating the program because of budget concerns. The budget cuts will begin September 2014, and will have a huge impact on the continuation of the P4P program in those counties. The SCJA and FJLC wrote a letter to the Secretary of the Department of Health and Social Services requesting restoration of funding for this important program.
- The majority of counties in Washington State do not appoint attorneys for alleged fathers in dependency cases as there is no statutory authorization to do so. Pro se litigants trying to negotiate the process of establishing paternity find that it is complex and time consuming and, until accomplished, prohibits the alleged fathers from being parties in the case. This extends the time before an alleged father can be ordered into services, and ultimately prolongs the establishment of permanency for children. The courts need a system with reliable, fast and inexpensive paternity test results which will allow fathers to engage earlier in the dependency processes. Research shows nonresident fathers who are engaged early in the dependency process are more likely to become involved fathers. Nonresident fathers' involvement with their children is associated with a higher likelihood of a reunification outcome and lower likelihood of an adoption outcome. Children with highly involved nonresident fathers are also discharged from foster care more quickly than those with less or no involvement. A father's involvement

is also associated with children's well-being and with lower levels of behavior problems. Timely resolution of paternity issues is both in the best interests of the child and essential to avoiding delays at subsequent points in the court process.

**Data Sources:**

*Dependent Children in Washington: Case Timeliness and Outcomes 2013 Annual Report:*  
<http://www.courts.wa.gov/wscsr/docs/DTR2013.pdf>

Duarte, "King County Model Court Final Report", p. 5, October 17, 2013

Harris, Leslie Joan. "[Involving Nonresident Fathers in Dependency Cases: New Efforts, New Problems, New Solutions.](#)" *Journal of Family Studies* 9, 2007, 281, 307.

Henry Chen, Karin Malm, & Erica Zielewski, [More about the Dads: Exploring Associations between Non-resident Father Involvement and Child Welfare Case Outcomes.](#) (2008), available at

Office on Child Abuse and Neglect, U.S. Children's Bureau Rosenberg, Jeffrey, Wilcox, W. Bradford, [The Importance of Fathers in the Healthy Development of Children](#) (2006)

[National Council of Juvenile and Family Court Judges Adoption Guidelines](#), 2000.

**Strategic Category:** X Capacity Building X Court Function Improvement X Systemic Reform

<b>Measurable Objective #1</b>	<b>Increase reunification</b>
<p><b>Activity or Project Description</b>  <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<p>Support and expand veteran parent programs in two additional counties that have expressed interest and are ready to move forward with the P4P program.</p>
<p><b>CIP Funding Stream</b>  <i>Grant(s) used to fund activity.</i></p>	<p>Basic</p>
<p><b>Collaborative Partners</b>  <i>Responsible parties and partners involved</i></p>	<p>Clark and Whatcom Counties, Catalyst for Kids, Veteran Parents, CIP Director.</p>
<p><b>Timeframe</b>  <i>Proposed completion date or "ongoing"</i></p>	<p>9/30/15</p>
<p><b>Anticipated Outputs and Results of Activity</b>  <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>P4P programs will be set up in two counties with trained veteran parents and leadership teams.</p>
<p><b>Target Improvement</b>  <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	<p>With successful P4P in these two counties, data should indicate increased compliance with court-ordered service plans, increase in parents' compliance with court-ordered visitation at the review hearing. Qualitative data should indicate that parents are more educated in the juvenile dependency system than without P4P, parental anxiety is reduced about the dependency process, and parental perceptions of CPS are improved.</p>
<p><b>Data Source</b>  <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	<p>FamLink, SCOMIS, case reviews, surveys.</p>
<p><b>Feedback Vehicle</b>  <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i></p>	<p>Parents, judicial officers, CASA, CA caseworkers, AAGs, parents' attorneys, and P4P staff, including veteran parents, will receive surveys as to the effectiveness of the P4P in the two counties. Answers to the survey will be conveyed to the P4P leadership team for consideration and appropriate implementation. If changes to the program are made, additional follow-up for more input will be done in the form of a survey and possibly interviews, with feedback going to the P4P leadership team.</p>

<b>Measurable Objective #2</b>	<b>Early establishment of biological paternity to facilitate engagement of paternal family</b>
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Implement a pilot project to significantly reduce the time to determine paternity in dependency and termination cases. Each court will provide low-cost, easily accessible, and rapid DNA testing to alleged fathers.
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Basic
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	Juvenile Courts in Cowlitz, Clark, Snohomish and Thurston Counties, CASAs, Office of Public Defense, LabCorp, CIP Director
<b>Timeframe</b> <i>Proposed completion date or "ongoing"</i>	9/30/15
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Early identification of the biological father increases opportunities for the child to engage with relatives.
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Provide the system with reliable, fast and inexpensive paternity test results which will allow fathers to engage earlier in the dependency process. Early identification and engagement of fathers will enable courts to better meet dependency timelines, reduce costs associated with multiple alleged-fathers and foster care costs associated with delayed relative placements, reunification and permanency planning. Prior to implementation of the project, each court will track the time to receive a paternity test result and continue to gather data after the project begins. Implementing the project is anticipated to greatly reduce the number of days to determine paternity.
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	SCOMIS
<b>Feedback Vehicle</b> <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	Results from the pilot project will be shared with the collaborative partners listed above, along with the CIP Steering Committee, SCJA Family and Juvenile Law Committee, and juvenile court partners throughout Washington State to determine if this project should be replicated statewide..

## Outcome #4: Physical, social and emotional well-being needs of children and youth

### Need Driving Activities & Data Source:

- The Commission on Children in Foster Care supports the annual Foster Youth and Alumni Leadership Summit, where foster youth are given a voice and an opportunity to exchange concerns, challenges and suggestions for foster care system improvements. Policymakers, advocates and community members work alongside youth to address the proposed reforms. Several legislative and policy reforms have been implemented based upon proposals from past summits. The summit is funded by contributions from Casey Family Programs, Center for Children and Youth Justice, Children's Administration and CIP grant funds. Funding is needed in order for the Mockingbird Society to continue to host this event.
- To gain competence and requisite knowledge to effectively handle dependency and termination cases, judges and attorneys must be educated in a variety of specialized topics. Local, expansive and inexpensive training opportunities are relatively rare for many jurisdictions. The Children's Justice Conference affords judicial officers and attorneys an opportunity to receive education on topics as diverse as childhood development, effects of trauma, substance abuse treatment, domestic violence, child abuse, homeless youth, and racial disparity and disproportionality. Also CITA provides dependency training to judicial officers twice per year which includes these topics, and they have invited foster youth to share their important stories as part of the presentation. Funding is needed to pay for facilities, presenters, registration and travel expenses for judicial officers to attend.
- Youth involved with either the child welfare or juvenile justice system are often identified as a high-risk population who are in need of services and intervention programs. Recent studies have shown that contact with the child welfare system was associated with offender referrals at a younger age, longer time spent in detention, more serious offending, greater likelihood of repeat offending, and involvement in sex trafficking. The Washington State Center for Court Research (WSCCR) has started a data analysis project regarding youth involved in both the child welfare and the juvenile justice systems. The multi-system youth project is funded by the Court Improvement Program and is an extension of the Doorways to Delinquency project previously funded by the MacArthur Foundation in King County. The study will be expanded by WSCCR to include youth statewide, in order to increase the understanding of risk factors and behavioral aspects that characterize multi-system youth and families. This will enable process reform and improve collaboration for multi-system youth. The Multi-System Collaboration and Coordination Policy Reform Workgroup (MCSS), a WSCCR partner, is actively working on issues related to youth in both systems. Funding is needed to pay for the WSCCR data analyst position (.5 FTE).

- The Adoption and Safe Families Act (ASFA) identifies well-being, along with safety and permanency, as one of the three key outcomes for children. Since courts have the responsibility to make sure that the state is providing proper care to children in its custody, courts need to consider whether those children over whom they have jurisdiction are receiving a quality education and are physically and emotionally healthy. Child-well-being measures and indicators need to be developed to evaluate court and child welfare system performance.

**Data Sources:**

[Children's Justice Conference](#)

[University of Washington Court Improvement Training Academy](#)

National Center for Juvenile Justice. Halemba, Gregory and Siegel, Gene. [\*Doorways to Delinquency: Multi-System Involvement of Delinquent Youth in King County \(Seattle, WA\)\*](#)

WSCCR, Pickard, Catherine, [\*Prevalence and Characteristics of Multi-System Youth in Washington State\*](#). April, 2014.

**Strategic Category:**  Capacity Building    Court Function Improvement    Systemic Reform

<b>Measurable Objective #1</b>	<b>Give youth a meaningful voice at both policy and practice level.</b>
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<ul style="list-style-type: none"> <li>• Assist the Mockingbird Society with hosting the annual Foster Youth and Alumni Leadership Summit where youth are able to articulate their thoughts and ideas for improving the foster care system.</li> <li>• CITA will invite foster youth to participate as presenters in training sessions for judicial officers and encourage local dependency teams to invite a foster youth representative to participate in Tables of Ten..</li> </ul>
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Basic, Training
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	Mockingbird Society youth chapters and leadership, Commission on Children in Foster Care, Casey Family Programs, Center for Children and Youth Justice, Children’s Administration, CIP Director, CITA, and Tables of Ten dependency teams.
<b>Timeframe</b> <i>Proposed completion date or “ongoing”</i>	Ongoing.
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Policymakers, advocates and community members will work alongside youth to address proposed reforms.
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Foster youth feel they have been heard. Policies and laws are changed to improve physical, social and well-being needs of youth in foster care.
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	Annual newsletter produced by Mockingbird Society.
<b>Feedback Vehicle</b> Stakeholders the data will be shared with and methodology/products for dissemination.	A summit report is produced by Mockingbird Society to memorialize the proposals presented at the youth summit. This report is shared with CCFC, legislators, and child welfare partners. Changes made in policy and legislation as a result of the proposals are reported in the annual Mockingbird Society newsletter.

<b>Measurable Objective #2</b>	<b>Increase judicial officer awareness of physical, social and emotional well-being needs of children and youth.</b>
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<ul style="list-style-type: none"> <li>• Support attendance of judicial officers to the Children’s Justice Conference (CJC) and semi-annual CITA sponsored dependency trainings.</li> <li>• Inform judicial officers of other trainings/webinars/educational literature that become available on relevant topics.</li> </ul>
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Basic and Training.
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	CITA, Children’s Administration, CIP Director, and judicial officers.
<b>Timeframe</b> <i>Proposed completion date or “ongoing”</i>	Ongoing.
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Provide judicial officers and attorneys with high quality education through the CJC and CITA dependency training about childhood development, effects of trauma, substance abuse treatment, domestic violence, child abuse, homeless youth, racial disparity and disproportionality, etc.
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Timeliness measures will continue to improve with appropriate and consistent judicial education.
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	FamLink and SCOMIS
<b>Feedback Vehicle</b> <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	CJC evaluations are completed by attendees, including requests for future session topics and shared with the Children’s Justice Task Force (CJTF), for which CIP Director serves as consultant. CJTF analyzes evaluations for future session topics to verify and plan for identified needed training. Feedback will be shared with the Superior Court Judges Association Family and Juvenile Law Committee (FJLC), and CIP Steering Committee to receive comments and suggestions for future CJs. CIP Director also works in conjunction with CITA regarding the semi-annual dependency training sessions.

<b>Measurable Objective #3</b>	<b>Determine the risks and needs of multi-system youth.</b>
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Gather and analyze data to provide descriptions at the county-level of characteristics and outcomes of youth involved in more than one system, i.e. Children’s Administration, dependency courts, and juvenile justice systems.
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Data
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	WSCCR, Children’s Administration, Washington Association of Juvenile Court Administrators (WAJCA), CCFC, courts, FJCIP, SCJA-FJLC, and Multisystem Collaboration and Coordination Workgroup
<b>Timeframe</b> <i>Proposed completion date or “ongoing”</i>	Ongoing
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Provide local level information for stakeholders to better understand the increased risk level and have information needed to reduce overlap, negative outcomes and improve treatment services to youth and families. Review how case handling systems overlap to develop the means for creating a more efficient and family friendly juvenile system.
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Establish baseline for future tracking.
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	FamLink, SCOMIS, JCS
<b>Feedback Vehicle</b> <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	Reports and presentations will be given to courts, Children’s Administration, CASA, WAJCA, CCFC, FJCIP, and SCJA-FJLC. The report to the courts will be shared with members of the Washington State legislature.

<b>Measurable Objective #4</b>	<b>Develop child well-being indicators in the dependency system.</b>
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	WSSCCR and the Department of Social and Health Services Research and Data Analysis Division (DSHS-RDA) will work together to develop well-being indicators in dependency courts and the child welfare system by sharing administrative data and researching processes and outcomes.
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Data
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	WSSCCR, DSHS-RDA, Casey Family Programs, Children’s Administration, Superior Court Judges Association (SCJA)-Family and Juvenile Law Committee (FJLC), CIP Steering Committee, Commission on Children in Foster Care (CCFC)
<b>Timeframe</b> <i>Proposed completion date or “ongoing”</i>	Ongoing.
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<ul style="list-style-type: none"> <li>• Technical reports that will identify well-being indicators that can be used by dependency courts and Children’s Administration in reviewing performance and discussing practice improvements.</li> <li>• Improved data linking between FamLink and SCOMIS.</li> </ul>
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Once the well-being indicators have been identified, courts and CA staff will have the ability to better measure well-being of the children in foster care.
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	FamLink, SCOMIS
<b>Feedback Vehicle</b> Stakeholders the data will be shared with and methodology/products for dissemination.	Technical reports will be shared with Children’s Administration, SCJA-FJLC, CIP Steering Committee and the CCFC. Presentations will occur at meetings of those organizations to prompt discussion of next steps for making system improvements based upon findings. Findings will also be included in the <i>Dependent Children in Washington: Case Timeliness and Outcomes</i> report which is provided to the Washington State legislature.

## Outcome #5: Indian Child Welfare Act (ICWA) compliance

### Need Driving Activities

- At the 55<sup>th</sup> Washington Judicial Conference, September 23, 2013, 11 tribal court judges, 17 state court judges, and nine others gathered to discuss the potential for establishing a tribal-state court forum that will facilitate collaboration between tribal and state courts in Washington State. Chief Justice Barbara Madsen and Justice Jane Smith welcomed the participants and reminded them of Court Rule 82.5, which was passed in 1995 to clarify jurisdictional issues and improve services to the members of our communities. Judge William Thorne, Retired Utah State Appellate Court, and Fred Fisher, Casey Family Programs, facilitated a discussion on the importance of developing relationships and building trust in order to lay the foundation for tackling larger, more complex efforts. Washington is seen as a leader around the country, particularly around tribal state relations. Participants identified a variety of specific issues and concerns that are in need of solutions locally where there is shared jurisdiction. Locally, tribal and state court judges are taking unique and creative steps to resolve these issues and concerns and there are lessons to be learned from these unique local approaches that have application statewide. The participants made a decision at this convening to move forward with the development of a tribal state judicial consortium. The CIP Director reported about these efforts to the SCJA Family and Juvenile Law Committee and the Commission on Children in Foster Care. Both committees are interested in seeing this effort move forward to include ICWA as an area of focus. Addressing these issues on a statewide basis would provide more uniformity and consistency in the approaches taken and provide the opportunity for evaluating the outcome of judicial practice in cross-jurisdictional areas.
- The Children's Administration is sponsoring a statewide Indian Child Welfare Summit October 7-8, 2014 and has requested funding and assistance with planning the legal track for the breakout sessions. Funding will need to cover expenses for judicial officers to attend and to cover expenses of presenters for the legal track.

### Data Sources:

*Tribal and State Court Dialogue: Interest in a Tribal-State Court Consortium in Washington.* September 2013.

**Strategic Category:** X Capacity Building X Court Function Improvement X Systemic Reform

<b>Measurable Objective #1</b>	<b>Improve relationships between Tribal Courts and State Courts.</b>
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Participate in the formation of Washington State Tribal/State Court Consortium. Promote Indian child welfare as a component of the consortium. Work with Tribal and State Court judicial officers on developing collaborative relationships.
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Basic
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	Judicial officers from tribal and state courts, CIP Director, Washington State Minority and Justice Commission and Gender and Justice Commission, CCFC, and SCJA-FJLC.
<b>Timeframe</b> <i>Proposed completion date or "ongoing"</i>	Ongoing.
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Improved relationships between tribal courts and state courts.
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	Improve ICWA compliance. Improved services to families.
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	FamLink, SCOMIS
<b>Feedback Vehicle</b> <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	CCFC, SCJA FJLC, Minority and Justice Commission, Gender and Justice Commission will receive progress reports regarding the collaborative efforts and provide feedback regarding methodologies.

<b>Measurable Objective #2</b>	<b>Judicial officers will receive ICWA training.</b>
<p><b>Activity or Project Description</b>  <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<ul style="list-style-type: none"> <li>• Participate in the planning efforts for the statewide ICW Summit, October 7-8, 2014, sponsored by Children’s Administration.</li> <li>• Encourage judicial officers to attend the summit.</li> <li>• Travel expenses of the judicial officers and presenters will be paid for with CIP funding.</li> <li>• Work with dependency court partners to develop the legal track of breakout sessions.</li> <li>• CITA will focus dependency training on ICWA in December 2014 and invite tribal court judges.</li> </ul>
<p><b>CIP Funding Stream</b>  <i>Grant(s) used to fund activity.</i></p>	Basic.
<p><b>Collaborative Partners</b>  <i>Responsible parties and partners involved</i></p>	CIP Director, Children’s Administration, Tribal and state court judicial officers, Office of Public Defense, Attorney General’s Office, CASAs, and CITA.
<p><b>Timeframe</b>  <i>Proposed completion date or “ongoing”</i></p>	December 2014.
<p><b>Anticipated Outputs and Results of Activity</b>  <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	ICW Summit and CITA Dependency training agendas will be published and disseminated to partners listed above. It is anticipated that at least 20 judicial officers will attend each event.
<p><b>Target Improvement</b>  <i>Provide specific, projected change in data the CIP intends to achieve.</i></p>	Compliance with ICWA will increase and with increased compliance, reduction in disproportionality. Relationships between the tribes and state court will improve.
<p><b>Data Source</b>  <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i></p>	FamLink and SCOMIS
<p><b>Feedback Vehicle</b>  Stakeholders the data will be shared with and methodology/products for dissemination.</p>	Immediate feedback about the perceived effectiveness of the summit will be obtained by evaluations completed at the summit. CIP Director and Children’s Administration will review evaluations to direct future ICW summits. CIP Director will also work with CITA on development of dependency training.

## Outcome #6: Interstate Compact on the Placement of Children (ICPC) work

### Need Driving Activities:

When children are placed out-of-state, they are entitled to the same protections and services they would receive if they remained in Washington. The Interstate Compact on the Placement of Children (ICPC) provides a statutory means to ensure that children placed in another state have a suitable place to live and have access to the appropriate services for that child. Washington State would like to know how to determine if it is in compliance with ICPC and procedures other states are following to be in compliance.

### Data Source:

[Association of Administrators of the Interstate Compact on the Placement of Children](#)

**Strategic Category:** Capacity Building     Court Function Improvement     Systemic Reform

Measurable Objective #1	Determine if Washington State is in compliance with ICPC
<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Request technical assistance to better understand ICPC coordination, how different states operate, and what compliance with ICPC means.
<b>CIP Funding Stream</b> <i>Grant(s) used to fund activity.</i>	Basic.
<b>Collaborative Partners</b> <i>Responsible parties and partners involved</i>	Children’s Bureau technical assistance, CIP Director, CIP Steering Committee, SCJA FJLC, CITA
<b>Timeframe</b> <i>Proposed completion date or “ongoing”</i>	Ongoing. Not a priority—only as time and resources allow.
<b>Anticipated Outputs and Results of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Better understand ICPC compliance to determine if this is an area CIP needs to focus on.
<b>Target Improvement</b> <i>Provide specific, projected change in data the CIP intends to achieve.</i>	
<b>Data Source</b> <i>Specific sources where data will be drawn to measure anticipated changes due to activity</i>	
<b>Feedback Vehicle</b> <i>Stakeholders the data will be shared with and methodology/products for dissemination.</i>	Information gathered will be shared with the CIP Steering Committee, SCJA FJLC and CITA to determine if further steps need to be taken.